Master of Public Management Degree Program  
H. John Heinz III School of Public Policy and Management - CMU  

Strategic Planning 91-820  
12 Units, Summer

Taught By:  
Laks Iyengar

Prerequisites:  
Organizational Management or equivalent or more than two years of management experience in a related field.

Overview:  
This course emphasizes strategic planning process and focuses on setting strategic objectives and developing strategies to meet those objectives. This course will require the student to integrate the skills in other areas, such as finance, marketing, organization management etc. in formulating the strategic plan. In order to identify the background and needs of the students and tailor the course to meet those needs, a short survey will be conducted in the first class meeting. This survey will help the instructor and the students to form project teams and make minor modifications to the syllabus.

Objectives:  
a. To build a theoretical basis and learn the practical applications of the strategic planning. By the end of the semester, students should be able to facilitate the development of a strategic plan for any organization.

b. To develop an understanding of the process, tools and techniques appropriate to strategic planning via readings, project work and case studies.

c. To work closely with an external organization and develop a strategic plan for a non-profit organization.

d. To develop techniques for communicating effectively in group settings in addition to playing the role of a team player.

Class Meetings:  
The first 1-1/2 hours of class will be devoted to lectures and classroom discussion. The second 1-1/2 to 2 hours of the class will be devoted to project group discussion and strategic plan development activities.

Students are expected to attend all the class meetings and the project group meetings. If a student is unable to attend the class due to schedule conflicts or other unavoidable circumstances, the instructor and the project group are to be notified in advance of the scheduled meeting. No exceptions please.
Students will work in groups of 3 to 5 members per group to develop strategic plans for local not-for-profit or profit organizations. To improve the presentation skills and to review the strategic planning concepts, application of the theory, process, tools and techniques, the last class meeting of the semester will be devoted to the presentations and review of the group projects.

**Required Text:**

**Evaluation and Grades:**

- **Group Project: - 50%**
  
  About 3 to 5 students will form one group; the group will select an organization and develop the strategic plan for that organization. Ground rules for forming the group and selecting an organization will be made clear in the first class meeting and the progress of the group effort will be reviewed frequently during the semester.

  The strategic plan will be developed through group discussions during the second half of the class meeting followed by out of class research.

  Evaluation of the group project is based on nine project assignments (inclusive of final report), group dynamics, plan development process and presentation skills. Confidential peer evaluations will be conducted twice during the semester to ensure the group members attend all the class and project meetings, participate in the group discussion and contribute equitably. **The students within a project team may not earn identical grade for the group project**, but each student within the group will be evaluated on the basis of initiative and leadership qualities, quantity of input to team, quality of input to team, role played as a team player and the overall relative contribution of the student to the project group.

  Use of a personal computer word processing program and a spreadsheet program may be necessary to prepare the strategic plan (about 20 pages). Contents of a typical strategic plan and the criteria for the evaluation of the project work will be provided later.

- **Take home analysis of Case Studies (40%) and In-Class Participation (10%)**
  
  The students prior to discussion in class will analyze three case studies. Initial case study will not require a written analysis, but will involve reading and informal analysis of the case situation by the students prior to in-class discussion. **Second and third case studies**, which are individual assignments, will require written analyses of the situation including executive summary (strategic thrust), mission, external analysis, internal analysis, competitor analysis, critical issues, long-term objectives, and strategies. Emphasis in evaluation of the written case analyses will be given to application of tools like EFE, IFE and Competitor matrices, strategy development tools like TOWS, Grand Strategy, SWOT, BCG, Porter Model, EFE/IFE, SPACE and QSPM. If the students collaborate on individual case study assignments, it will be considered cheating and may result in receiving no credit on that assignment and a possible failing grade in the course.

  **Student participation during the first half and second half of the class is encouraged.**
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<td>1</td>
<td>Monday 16-May</td>
<td>Introduction, Strategic Planning Overview, Strategic Management Process</td>
<td>Assess Student Needs - Survey Project Teams Formed Reading: David pages 1-25</td>
<td>Project Details Reviewed Student needs identified Preliminary Project Teams</td>
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<td>2</td>
<td>Monday 23-May</td>
<td>Review of Survey Results Key Definitions, Objectives Mission Statement</td>
<td>Reading: David pages 157-185 Reading: David pages 48-67</td>
<td>Project Selected by Team Assignment No. 1 due Project Group Meeting</td>
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<td>Monday 30-May</td>
<td>No class - Memorial Day</td>
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<td>Monday 6-Jun</td>
<td>Environmental Analysis Competitor Analysis</td>
<td>Reading: David pages 72-105 Reading: David - How to analyze a Bus Policy Case - page xx</td>
<td>Assignment No. 2 due Project Group Meeting</td>
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<td>Monday 13-Jun</td>
<td>Internal Assessment Case Study 1 - In class discussion</td>
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<td>Project Group Meeting Assignment No. 3 due</td>
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<td>5</td>
<td>Monday 20-Jun</td>
<td>Strategy Development</td>
<td>Reading: David pages 196-230</td>
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<td>6</td>
<td>Monday 27-Jun</td>
<td>Case Study 2A - Class Discussion Strategy Development</td>
<td>Reading: David pages 240-274 Case Study 2A Write-up Due Will be penalized, if turned-in late</td>
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<td>7</td>
<td>Monday 11-Jul</td>
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<td>8</td>
<td>Monday 18-Jul</td>
<td>Implementation &amp; Evaluation Case Study 2B - Class Discussion</td>
<td>Reading David pages 280-328 Case Study 2B Write-up Due Will be penalized, if turned-in late</td>
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<td>9</td>
<td>Monday 25-Jul</td>
<td>Profit Vs Non-Profit Competition Vs Cooperation</td>
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<td>Assignment No. 7 &amp; 8 due Project Group Meeting</td>
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<td>10</td>
<td>Monday 1-Aug</td>
<td>Strategic Planning Overview</td>
<td>Final Peer Evaluation Class Evaluation of Teams</td>
<td>Assignment No. 9 due Project Presentations</td>
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Notes
1. Regular reading and project assignments will be given throughout the semester.
2. All assignments are due at the beginning of the class, at 5:30 p.m.
Development of the Strategic Plan

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Notes:

a. All assignments should be in memo form. Use of bullets within the text is acceptable provided the bullets are self-explanatory. Assignments are to be clear, typed (word processing highly recommended) and supported by graphic illustrations.

b. Group meetings that follow the classroom lecture on Wednesdays are to be conducted in Hamburg Hall only.

c. Application of concepts with graphic illustrations like EFE, IFE, TOWS, Competitor Matrix, BCG Matrix, QSPM, Scenario Analysis etc. would be required.

d. The groups are expected to make a PowerPoint presentation of the strategic plan summary to the class.

1. Project Assignment 1

Benefits and Concerns

This is not a group assignment but an individual assignment. When the groups are formed these responses will form the basis for the group discussion. Please respond to these questions in general terms without being organization specific.

a. What are the benefits of the plan to the organization?

b. What are your concerns relative to the development of the plan?

c. How do you plan to overcome these concerns?

d. How would you proceed with the plan development?

With caution? With reservations? Full steam ahead? Position it politically (wait) and then proceed? Kill any effort to develop a strategic plan?
2. **Project Assignment 2**  
**Organization of Planning Effort**

a. Name of the organization ____________________________________  
Is the plan developed for  
- total organization?  
- segment i.e. Division, Department or other (specify)  
Who are the members of the CMU planning team (students) and the members of the organization who will constantly interact with the CMU planning team?

b. What are the critical issues to be addressed (preliminary review)?

Examples:
- Budget Cuts  
- Quality of service  
- Investment intensity  
- Human resource management  
- Lack of strategic focus  
- Large number of services (spreading too thin)  
- Others (relevant to the survival of the organization)

c. What period should the plan cover? Why?

Examples:
- 2 years  
- 3 years  
- 4 years  
- 5 years

d. Do you need a consultant? Pros and cons?  
If you have an in-house expert or consultant, do you still need an external consultant? Do you still need an unbiased external perception?

e. How will you gather and analyze the data? Specify the assignment of responsibilities by the group members and the members of organization.

f. What are your guidelines for attendance, participation and contribution at the group meetings? It should be recognized that if a group member is negligent, irresponsible or insensitive to the needs of the group, it will get noticed by the group and feedback given to the instructor through "initial, mid term and final peer evaluations" and other informal meetings.

g. Will the plan development team and review teams be the same or different?  
Justify, if the review teams and the development teams are the same.

h. Who in your organization (group member) will manage the overall planning effort? Coordinator, facilitator etc. Who will chair the actual planning meetings?

i. How would you continuously interact with the organization to make sure the planning process serves the needs of the organization?
3. Project Assignment 3
History and Present Situation

Review your organization's history and present situation. List any historical issues or trends that will need attention as you plan for the future. Review the information similar to the following:

- **Organization's** present mission, objectives, goals and strategies if any
- Business plan, marketing plan or other plans developed earlier by the organization
- Critical Issues that were addressed in the recent past.
- Organization structure - past and present
- Strengths and weaknesses of the organization that are known to you **now.**

4. Project Assignment 4
Mission Statement

   a. Describe what you understand your organization's mission or purpose to be.
   b. List any questions, ideas or concerns you have about your present mission.
   c. Consider what might be the best mission for your organization in the future.
      Describe what your organization might accomplish in coming years and who will be served.
   d. Provide a draft of the new or revised Mission Statement.
   e. Discuss your responses with the rest of the group and note areas of agreement and disagreement.

5. Project Assignment 5
Opportunities and Threats

   a. List the major opportunities (+) and threats (-) that you believe your organization will face from the world around you in the next 2-5 years.
   List opportunities and threats from

(1) **clients, customers and other stakeholders**

   Review and list the needs of present or potential customers that your organization might address. Note ideas for how your organization might meet these needs.

   List the significant groups who have a stake in what you do (for example - funders, contractors, regulators, supports). Note how you might meet these needs.

   With these above two lists, identify major opportunities and threats provided by clients, customers and other stakeholders.

(2) **competitors or allies**

   List present and possible new competitors, what you compete for, then note your organization's relative advantages or disadvantages (price, image, quality, etc.)
List possible allies and how you might team up with each organization, person or group (example - joint program, merger, trade association).

With these above two lists, identify major opportunities and threats provided by competitors or allies.

(3) **social, economic, political or technological forces** that will make a difference in whether your organization succeeds or fails.

b. As a team, rank order and identify 4 to 8 opportunities or threats that are more critical to your organization's future success.

c. Evaluate the value added by your group to the project organization. What is the progress of the surveys, trend analysis, data gathering and analysis and interpretation of the data etc.?

d. Develop an External Factor Evaluation Matrix

e. Gather information on your organization's closest competitors. Develop a competitor profile of one or two closest competitors. You will develop a competitor matrix as part of Assignment No. 6.

6. **Project Assignment 6**

**Strengths and Weaknesses**

a. List the major strengths and weaknesses of your organization, as it faces the future

b. Note which strengths and weaknesses will be most critical for your organization's future success.

c. Develop an IFE and a competitor matrix.

7. **Project Assignment No. 7**

**Critical Issues for the Future**

a. Review assignments 4, 5 and 6. Then list the critical issues or choices that your organization faces over the next 2-5 years.

b. Of the critical issues identified, rank order and identify the 4-8 most critical issues. It would be helpful to state each issue in the form of a question that can be answered.

c. Discuss the probable responses to the issues developed. Conduct a preliminary discussion of the objectives and strategies that you plan to develop. No write-up in response to item (c) is required at this time.
8. Project Assignment 8
Objectives and Strategies

Redefine the mission statement, if necessary.

Develop 3-4 major objectives. (Are these objectives quantifiable? Can we apply MBO?)

Identify alternative strategies (not more than 3-4 per objective) to meet the objectives and accomplish the mission.

Among the alternatives, select a set of strategies (not more than a total of 4 strategies) to meet the objectives and accomplish the mission.

Apply two or more of the strategy development tools (Grand Strategy Matrix, TOWS, BCG, IE, etc.) plus QSPM

9. Project Assignment 9
Write-up of the Strategic Plan

Develop contingent strategy, in the event the selected strategy does not work due to significant changes in the assumptions on threats/opportunities and/or strengths/weaknesses.

In order to implement the strategies, develop major action plans and milestones and the resources required to meet them.

Write the strategic plan - Expected Contents
Students do have flexibility to modify this to fit their needs.

Brief Introduction or Executive Summary
History and Present Situation
Mission Statement
Environmental Analysis
Internal Audit
Major Objectives
Major Strategies
Implementation Plan
Monitoring and evaluation of strategies
Contingency Plan
Appendix (References, interviews, surveys, strategic alternatives that were considered and rejected etc........)

Excluding Appendix, the Strategic Plan may not exceed 20 to 25 pages.
Use of Graphical illustrations and other presentation skills will be necessary.